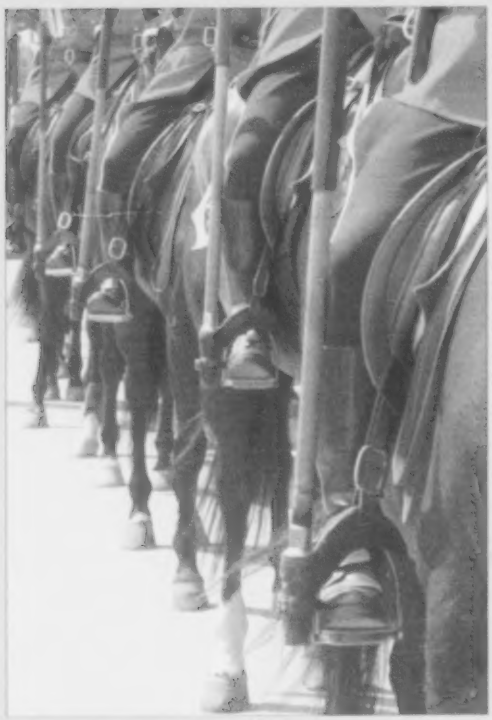
Royal Canadian Mounted Police | Gendarmerie royale du Canada



Royal Canadian Mounted Police
Departmental Performance Report
2012-13

The Honourable Steven Blaney, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

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MINISTER'S MESSAGE

On July 15, 2013, I was proud to be named Canada's Minister of Public Safety and Emergency Preparedness by Prime Minister Stephen Harper. Restoring pride in Canada's national police force is a priority for our Government and we have taken strong steps over the last year to do just that. I am pleased to present the RCMP's 2012-13 *Departmental Performance Report*.

The RCMP keeps Canadians safe on their streets and in their communities from criminals, on the federal level from organized criminals and terrorists, and on the international stage from human smugglers and other criminals.

There were considerable accomplishments by the RCMP over the last year. Targets were arrested and proceeds of crime were seized from criminal organizations. National security investigations and arrests proceeded and evidence was gathered to ensure that those who seek to harm Canadians through acts of terror are convicted.

I look forward to the coming year and the RCMP continuing to keep our streets and communities safe.

The Honourable Steven Blaney, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

SECTION I: ORGANIZATIONAL OVERVIEW

Raison d'être

As Canada's national police force, the Royal Canadian Mounted Police is a critical element of the Government of Canada's commitment to providing for the safety and security of Canadians. By tackling crime at the municipal, provincial/territorial, federal and international levels, the RCMP provides integrated approaches to safety and security and a consistent federal role and presence from coast to coast to coast.

Responsibilities

The RCMP's mandate, as outlined in section 18 of the *Royal Canadian Mounted Police Act*, is multi-faceted. It includes preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; ensuring the safety of state officials, visiting dignitaries and foreign missions; and providing vital operational support services to other police and law enforcement agencies within Canada and abroad.

Organizational Priorities

Priority	Type	Strategic Outcomes
Serious and Organized Crime	Ongoing	Criminal activity affecting Canadians is reduced Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally
Summary of Progress		
Through awareness, education and enforcement, the RCMP has made significant contributions in reducing serious and organized crime throughout Canada. In this reporting period, the RCMP successfully disrupted organized crime groups that represented criminal threats at the national and provincial levels. Disruptions included the arrests of targets, the seizure or restraint of proceeds of crime and, in some cases, the total dismantlement of the organized crime group.		

Priority	Type	Strategic Outcomes
National Security	Ongoing	Criminal activity affecting Canadians is reduced Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally
Summary of Progress		
Through the RCMP's law enforcement mandate, individuals and/or groups were disrupted from carrying out criminal activity that posed a threat to national security. Cooperation with a number of domestic and foreign law enforcement organizations, as well as security and intelligence agencies, allowed the RCMP to prevent, detect, deny and respond to threats to national security. Likewise, the RCMP's extensive outreach efforts contributed to the prevention of national security threats by working with a number of communities to counter violent extremism and radicalization to violence.		

Strategic Outcomes and Program Alignment Architecture (PAA) [1]

RCMP PROGRAM ALIGNMENT ARCHITECTURE

RCMP Strategic Outcomes	Programs	Sub-Programs	Sub-Sub-Programs
1. Criminal activity affecting Canadians is reduced	**1.1 Police Operations**	**1.1.1 Contract Policing**	1.1.1.1 Provincial / Territorial Policing
			1.1.1.2 Municipal Policing
			1.1.1.3 Aboriginal Policing
			1.1.1.4 Airport Protective Policing
		1.1.2 Federal Policing	1.1.2.1 Drugs and Organized Crime
			1.1.2.2 Border Integrity
			1.1.2.3 Financial Crime
			1.1.2.4 Federal Crime Enforcement
			1.1.2.5 National Security
			1.1.2.6 Protective Policing
			1.1.2.7 Protection Coordination Unit
		1.1.3 Technical Services and Operational Support	1.1.3.1 Technical Investigations
			1.1.3.2 Protective Technologies
			1.1.3.3 Flight Operations
			1.1.3.4 Disclosure and Major Case Management
			1.1.3.5 Scientific Services/Technologies
			1.1.3.6 Operational Readiness and Response
			1.1.3.7 Covert Operations
	1.2 Canadian Law Enforcement Services	**1.2.1 Scientific, Technical and Investigative Support**	1.2.1.1 Integrated Forensic Identification Services
			1.2.1.2 Forensic Laboratory Services
			1.2.1.3 Canadian Criminal Real Time Identification Services
			1.2.1.4 National Services and Research Support (forensic)
			1.2.1.5 Criminal Intelligence
			1.2.1.6 Canadian Police Information Centre (CPIC)
			1.2.1.7 Canadian Police Centre for Missing and Exploited Children
		1.2.2 Canadian Firearms Program	1.2.2.1 Firearms Licensing and Registration
			1.2.2.2 Firearms Investigative and Enforcement Services
		1.2.3 Advanced Police Training	1.2.3.1 Canadian Police College
			1.2.3.2 National Law Enforcement Training
2. Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	**2.1. International Policing Operations**	**2.1.1 International Stability and Development**	2.1.1.1 International Peace Operations
			2.1.1.2 International Policing Assistance and Capacity Building
		2.1.2 International Cooperation	2.1.2.1 Operations Support Abroad
			2.1.2.2 International Criminal Police Organization (INTERPOL)
			2.1.2.3 International Law Enforcement Training
			2.1.2.4 International Visits and Protocol
	2.2. Canadian Police Culture and Heritage	**2.2.1 Musical Ride**	
		2.2.2 Partnerships and Heritage	
3. Incomes are secure for RCMP members and their survivors affected by disability or death	**3.1. Statutory Payments**	**3.1.1 Members Injured on Duty - Compensation**	
		3.1.2 Survivor Income Plan	
		3.1.3 *RCMP Pension Continuation Act* Payments	
	4.1 Internal Services	**4.1.1 Governance and Management Support**	4.1.1.1 Management & Oversight Services
			4.1.1.2 Communications Services
			4.1.1.3 Legal Services
		4.1.2 Resource Management Services	4.1.2.1 Human Resource Management Services
			4.1.2.2 Financial Management Services
			4.1.2.3 Information Management Services
			4.1.2.4 Information Technology Services
			4.1.2.5 Travel & Other Administrative Services
		4.1.3 Asset Management Services	4.1.3.1 Real Property Services
			4.1.3.2 Materiel Services
			4.1.3.3 Acquisition Services

Priority	Type	Strategic Outcomes
Economic Integrity	Ongoing	Criminal activity affecting Canadians is reduced Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally

Summary of Progress

The RCMP continued to make strides in the fight against economic crime, through the aggressive enforcement of laws related to money laundering, proceeds of crime, corruption, counterfeit currency, bankruptcy and capital market offences. For example, the RCMP's Proceeds of Crime Program seized property valued in excess of $24 million and referred approximately $375 million of other unreported goods and monies to the Canada Revenue Agency and provincial asset forfeiture programs, effectively doubling the amount seized in 2011-12. Proactive educational initiatives and collaboration with law enforcement agencies and financial institutions further contributed to the stability of Canada's economic and political system.

Priority	Type	Strategic Outcome
Aboriginal Communities	Ongoing	Criminal activity affecting Canadians is reduced

Summary of Progress

Since the earliest days of the North-West Mounted Police, the RCMP has been a long-standing law enforcement partner of Aboriginal communities. Building upon valued relationships with Aboriginal communities, RCMP members at the detachment level participated in local activities to develop and maintain relationships, creating an environment that promoted traditions and fostered equality and trust. Several collaborative initiatives were implemented during the fiscal year, including the introduction of enhanced policing approaches that addressed local and national priorities, tailored to meet the distinctive needs of Aboriginal communities.

The Aboriginal Cadet Development Program introduced a series of initiatives designed to assist Aboriginal people with an opportunity to explore a career in policing and develop the necessary skills required of an RCMP officer. Alternative policing options, including the Community Program Officer and Community Constable Program, provided the RCMP with a culturally and linguistically competent service designed to address crime prevention and community policing.

The RCMP also continued to lead the Aboriginal Pre-Cadet Training Program and the Community Cadet Corps, which provided a safe environment for youth to develop healthy lifestyles and leadership skills.

Priority	Type	Strategic Outcome
Youth	Ongoing	Criminal activity affecting Canadians is reduced
Summary of Progress		
The RCMP's strategy to prevent youth crime and victimization has been built upon community partnerships and engagement of young people. Working with local organizations and social services, the RCMP ensured that youth who came into contact with police, as either victims or offenders, received appropriate assistance. Additionally, a Youth Leadership and Project Development Workshop, as well as the National Youth Advisory Committee, provided young people with an opportunity to contribute to the development of effective youth strategies and initiatives.		

Priority	Type	Strategic Outcomes
Management Priority	Ongoing	Criminal activity affecting Canadians is reduced Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally
Summary of Progress		
The RCMP has undergone and will continue to undergo significant organizational change. The Management Priority identified by Senior Executives emphasized three objectives: strengthened professional integrity and redress, support for employee wellness,, and the provision of strong talent management. Key milestones were reached for all three objectives. The Integrated Talent Management Framework has transformed the way the RCMP recruits, develops, and assesses employees. The implementation of *The Prevention and Resolution of Harassment in the Workplace* has set a 12-month service standard to resolve harassment complaints. Moreover, the RCMP's Professional Integrity Officer has worked to reduce the backlog of cases, working in consultation with divisions to address discipline issues in a timely fashion.		

Risk Analysis

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
Governance and Leadership/ Legislated and Regulatory	• These risks were identified in the 2012-13 *Report on Plans and Priorities* (RPP). • The RCMP has focused its efforts on legislative reform through Bill C-42, *Enhancing the RCMP Accountability Act.* This legislation received Royal Assent on June 19, 2013 and will strengthen policies and processes that the RCMP has in place to ensure a safe, healthy and respectful workplace. It will also allow the organization to be more responsive to the needs and expectations of Canadians, stakeholders and RCMP employees.	• Criminal activity affecting Canadians is reduced • Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally • Incomes are secure for RCMP members and their survivors affected by disability and death • Program 4.1 Internal Services	Linked to Management Priority
Alignment of Planning Activities	• This risk was identified in the 2012-13 RPP. • In response, the RCMP has focused on several key areas including the consolidation of Human Resource Services, the re-engineering of Federal Policing and the re-engineering of the strategic planning function. For the latter, the Chief Strategic Policy and Planning Officer is undertaking a project to integrate and streamline the strategic planning and government reporting function, taking advantage of existing information technology platforms.	• Criminal activity affecting Canadians is reduced • Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally • Program 4.1 Internal Services	Linked to Management Priority
Information Sharing	• This risk was identified in the 2012-13 RPP. • In response, the RCMP launched Communications Focus 2017, to provide a framework for aligning the organization's collective communication efforts in support of its strategic priorities.	• Program 4.1 Internal Services	Linked to Management Priority

Risk Narrative

To assess the most significant risks to the RCMP, information from both the corporate and operational levels were analyzed, and further characterized by internal and external factors. Increased concerns about terrorism and extremism, changing demographics, rapid technological advancements, worldwide political and economic instability, combined with the high degree of changes stemming from reviews, have created a complex operating environment.

The RCMP is undergoing a number of organizational changes. Initiatives and activities are taking place in support of a more focussed and efficient organization delivering professional service to Canadians. These changes support four pillars that provide the foundation of this goal: stronger governance, efficient use of resources, increased accountability and emphasis on operations. In turn, the RCMP's key risk mitigation initiatives support these four pillars.

The Human Resources Efficiencies and Modernization initiative will simplify, modernize or eliminate administrative processes that are not core to policing. The RCMP has realized savings by modifying processes and consolidating service and expertise in areas including recruiting, grievance and discipline, member pay, plain clothes and kit upkeep allowances, and regular member non-commissioned officer promotions.

The Legislative Reform Initiative, Bill C-42, *Enhancing the RCMP Accountability Act*, will enable the RCMP to continue its ongoing transformation, significantly strengthening policies and processes already in place that support a safe, healthy and respectful workplace for employees. Changes to the RCMP's human resource management regime resulting from the legislation will be reviewed three years after implementation to determine its impact and effectiveness. The legislation will also strengthen the RCMP's relationship with contract parties, by building on the accountability mechanisms included in the 2012-2032 Police Services Agreements.

Building upon the *Enhancing the RCMP Accountability Act*, the RCMP released *Gender and Respect: The RCMP Action Plan* to support respectful workplace programs implemented across Canada. [2] The plan is focused on both the culture and composition of the Force, and identifies 11 themes and 37 action items with performance measures and milestones that will be monitored and reported. The plan is an extension of direction and actions initiated in 2012-13, which addressed existing policies, communication methods, employee oversight and harassment training. The resulting action plan is a comprehensive approach to complex and sensitive issues, with some flexibility to adapt to changes and challenges that may be encountered.

To address the Information Sharing risk, the RCMP has taken important steps to advance the priorities outlined in Communications Focus 2017. This initiative aims to improve the coordination, coherence and consistency of information shared with employees, partners and other key groups. Highlights of the organization's efforts in this regard include the development of an internal change communications web portal, the implementation of the RCMP Internal Communications Toolkit, the creation of a stakeholder communications toolkit, leadership communications training, the Commissioner's Manager Forum and the Commissioner's video messages to all employees.

Summary of Performance

Financial Resources – Total Departmental ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending 2012-13	Total Authorities (available for use) 2012-13	Actual Spending (Authorities used) 2012-13	Difference (Planned vs. Actual Spending)
2,553.7	2,946.6	3,463.9	3,124.4	(177.8)

Human Resources (Full-Time Equivalents – FTEs)

Planned 2012-13 [3]	Actual 2012-13	Difference 2012-13
29,202 [4]	29,669	467

Performance Summary Table for Strategic Outcomes and Programs

Strategic Outcome 1: Criminal activity affecting Canadians is reduced ($ millions)

Program	Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending			Total Authorities (available for use) 2012-13	Actual Spending (Authorities used)			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15		2012-13	2011-12	2010-11	
Police Operations	1,464.0	1,756.5	1,697.4	1,632.3	2,186.4	1,913.6	1,667.3	1,840.5	A safe and secure Canada
Canadian Law Enforcement Services	253.4	264.7	247.6	241.8	272.4	260.3	256.2	257.8	A safe and secure Canada
Strategic Outcome 1 Sub-Total	1,717.4	2,021.2	1,945.0	1,874.1	2,458.8	2,173.9	1,923.5	2,098.3	

Strategic Outcome 2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally ($ millions)

Program	Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending			Total Authorities (available for use) 2012-13	Actual Spending (Authorities used)			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15		2012-13	2011-12	2010-11	
International Policing Operations	60.2	60.7	56.6	56.1	65.7	61.6	60.9	57.8	A secure world through international cooperation
Canadian Police Culture and Heritage	11.3	11.6	11.3	11.3	13.3	13.1	12.3	13.1	A vibrant Canadian culture and heritage
Strategic Outcome 2 Sub-Total	71.5	72.3	67.9	67.4	79.0	74.7	73.2	70.9	

Strategic Outcome 3: Incomes are secure for RCMP members and their survivors affected by disability or death ($ millions)

Program	Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending			Total Authorities (available for use) 2012-13	Actual Spending (Authorities used)			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15		2012-13	2011-12	2010-11	
Statutory Payments	133.2	130.4	148.5	159.1	138.0	134.6	122.8	111.9	Income security and employment for Canadians
Strategic Outcome 3 Sub-Total	133.2	130.4	148.5	159.1	138.0	134.6	122.8	111.9	

Performance Summary Table for Internal Services ($ millions)

Internal Services	Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending			Total Authorities (available for use) 2012-13	Actual Spending (Authorities used)		
		2012-13	2013-14	2014-15		2012-13	2011-12	2010-11
	631.6	722.7	691.7	636.7	788.1	741.2	855.0	826.3
Sub-Total	631.6	722.7	691.7	636.7	788.1	741.2	855.0	826.3

Total Performance Summary Table ($ millions)

Strategic Outcomes and Internal Services	Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending			Total Authorities (available for use) 2012-13	Actual Spending (Authorities used)		
		2012-13	2013-14	2014-15		2012-13	2011-12	2010-11
	2,553.7	2,946.6	2,853.1	2,737.3	3,463.9	3,124.4	2,974.5	3,107.4
Total	2,553.7	2,946.6	2,853.1	2,737.3	3,463.9	3,124.4	2,974.5	3,107.4

The RCMP is currently only able to report financial and human resource information to the Program level. An implementation plan is being developed to report on authorities and expenditures to the Sub-Program and Sub-Sub-Program level for the 2015-16 *Departmental Performance Report*.

In 2012-13, the Main Estimates were increased through Supplementary Estimates and allotment transfers from the Treasury Board Secretariat of Canada by $910 million. The majority of the increase relates to Treasury Board Secretariat of Canada central vote transfers of $393 million for costs related to parental leave and termination benefits (including severance payments), $170 million for operating and capital carry forwards and $242 million for the renewed funding required in 2012-13 to deliver the services requested by contracting provinces, territories and municipalities, inclusive of modest service increases in certain jurisdictions.

These increases were partially offset by the requirement for the RCMP to reduce its spending authorities in 2012-13 related to two different commitments. First, the transfer of funding for Shared Services Canada initiative included a reduction of $135 million through the Main Estimates plus an additional $40 million in-year. Second, the RCMP achieved $44.4 million in savings in 2012-13 related to Budget 2012 commitments.

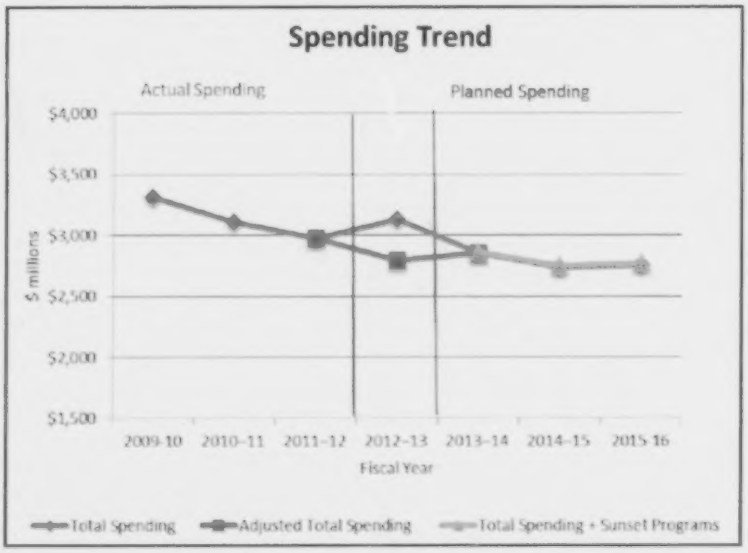
Actual spending was $340 million less than total authorities, which included $74 million in frozen allotments (funding not available for use in year) and $4 million in crown asset disposal proceeds available for use in 2013-14, resulting in an overall real lapse of 7.5%. The majority of the lapse ($92 million) is attributed to the Contract Policing Program, where projected increases in demand for service from provinces, territories and municipalities did not materialize given the more constrained fiscal environments being faced by all levels of government. The other significant cause for the larger year over year lapse was the impact of initiating the implementation of a number of the savings measures announced in Budget 2012 in order to begin getting its cost structure in line with the planned reduction target in 2013-14 of $89.1 million and $195.2 million in 2014-15.

Expenditure Profile

Overall spending in the RCMP was up 5% in 2012-13 when compared to 2011-12. However, this includes a one-time disbursement of the liquidation of severance pay as a result of the elimination of the accumulation of severance benefits for voluntary resignation and retirement for RCMP employees. These payments represented a $273 million increase over 2011-12. Additionally, the RCMP employee benefit plan costs increased as a result of an actuarial deficiency related to the RCMP Pension Fund Account as of March 31, 2013 of $57 million. These two items were directly attributable to the increase in personnel expenditure, as noted in the 2012-13 Quarterly Financial Report.

As depicted in the graph on spending trends shown on the right, when these anomalies are removed, actual spending would have been lower than 2011-12. This downward trend in actual spending is expected to continue, as the RCMP's planned spending figures have incorporated the Budget 2012 savings of $89.1 million in 2013-14 and ongoing savings of $195.2 million in 2014-15. These savings will be realized across a number of administrative services by modernizing, simplifying and focusing efforts on activities that directly contribute to the organization's core policing mandate. Additional savings will be derived from operational support initiatives that enhance service delivery models.

The Contract Policing Program has a direct impact on the RCMP's overall spending, as planned spending is based on a forecasted level of service requested by contracting provinces, territories and municipalities. Changes to these planned service levels impact the RCMP's overall spending in areas such as salaries, benefits, recruitment, training and relocation. In 2012-13, the first year of the new 20-year Police Service Agreements, the contract policing program experienced higher than anticipated lapses. Numerous contract jurisdictions were facing fiscal restraints and decided not to confirm the increases in service levels that had been previously planned, which resulted in a larger than normal impact to the RCMP's overall spending.



Note: The Adjusted Total Spending line was calculated taking 2012-13 Actual Spending and removing the net increase of $273 million (2012-13 compared to 2011-12) related to the liquidation of severance pay as a result of the elimination of the accumulation of severance benefits for voluntary resignation and retirement for RCMP employees and the increase to employee benefit plan cost as a result of an actuarial deficiency related to the RCMP Pension Fund Account of $57 million. In addition, the RCMP is to a large degree dependent on revenues generated by contract policing activities and expenditures are net of revenue.

Estimates by Vote

For information on the RCMP's organizational Votes and/or statutory expenditures, please see the *Public Accounts of Canada 2013 (Volume II)*. An electronic version of the Public Accounts 2013 is available on the Public Works and Government Services Canada's website. [5]

Strategic Environmental Assessment

During 2012–13, the RCMP considered the environmental effects of initiatives subject to the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. Through the strategic environmental assessment process, departmental initiatives were found to have no environmental effects on stated goals and targets.

SECTION II: ANALYSIS OF PROGRAMS AND SUB-PROGRAMS BY STRATEGIC OUTCOME

Strategic Outcome 1: Criminal activity affecting Canadians is reduced

Strategic Outcome: Criminal activity affecting Canadians is reduced		
Performance Indicators	**Targets**	**Actual Results**
Percentage of Canadians who agree that they are satisfied with the RCMP's contribution to a safe and secure Canada	80%	86%
Severity level of crime in Canada	Annual reduction of 4 points on the Crime Severity Index [6] in RCMP jurisdictions [7]	100.2 (.06 reduction)
Per capita rate of crime [8] in Canada	Target reduction of per capita crime rate [9] (in RCMP jurisdictions) by 3% annually; for 2012-13, this means a target of 9,266 per 100,000 population [10]	9,107.10
Public perception of change in crime in Canada [11]	Reduction of 5% over 5 years	6%

The success of a police organization is multidimensional. In order to measure the reduction of criminal activity affecting Canadians, indicators were selected to represent overall client satisfaction, police-reported crime and its severity index, as well as the perception of criminality.

The RCMP has conducted regular surveys to obtain systematic feedback about the quality of service delivered to clients and communities. In the RCMP's 2012 Survey of Canadians, 86% of respondents agreed or strongly agreed with the statement "I am satisfied with the RCMP's contribution to a safe and secure Canada", which mirrored a similar result of 87% in 2011, and an increase over 2010 results of 84%. Several initiatives further detailed in this report, ranging from crime prevention to community engagement, have had an impact on this survey measure.

The police-reported crime rate is the sum total of crime reported by police via the Uniform Crime Reporting survey, divided by the population (reported as a ratio per 100,000 population). The crime rate across RCMP jurisdictions was 9,107.10, representing a decrease of 20.54 points. In Canada, the crime rate is dominated by high volume, less serious offences, and influenced by a variety of factors outside police control including social, economic and political conditions, as well as legislative changes, demographic shifts, or changes in attitudes or perceptions towards crime. Therefore, this measure is further contextualized by the Crime Severity Index, which measures the seriousness of crime by taking into account the volume and the gravity of crime, and is calculated by assigning a weight to each offence type. The severity level of crime in Canada, in RCMP jurisdictions, was 100.2, representing a decrease of .06 points.

These figures can then be compared to the overall perception of crime, calculated every five years by Statistics Canada. The majority of Canadians believe levels of crime have remained the same over past five years; when asked about the level of crime in their neighbourhood compared to five years earlier, 62% of Canadians surveyed stated that it had remained the same. Over one-quarter believed that crime had increased (26%), and less than 1 in 10 persons surveyed (6%) believed that crime had decreased in their neighbourhood. Overall, most Canadians feel satisfied with their personal safety from crime. In 2009, 93% of respondents said they felt satisfied with their personal safety from crime, a proportion similar to the 94% last reported in 2004. [12]

Program 1.1: Police Operations

Program Description

Under the authority of the *Royal Canadian Mounted Police Act*, this Program provides Canadians with policing services at the federal, provincial/territorial and municipal levels and within Aboriginal communities. This Program contributes to safe homes and communities by providing general law enforcement activities in addition to education and awareness activities delivered by employees of the RCMP to the public, businesses and other agencies/organizations within Canada.

The RCMP's education and awareness activities – for example information sessions on national security, financial crime, drugs and organized crime – are aimed at reducing victimization of Canadians. Additionally, this Program ensures the protection of designated persons and security at major events which, in turn, mitigates any potential threats to Canada's population. The Program also delivers a high level of technical and operational support to ensure that the RCMP reaches its overarching goal of reducing criminal activity which affects Canadians.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending 2012-13	Total Authorities (available for use) 2012-13	Actual Spending (Authorities used) 2012-13	Difference 2012-13
1,464.0	1,756.5	2,186.4	1,913.6	(157.1)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference 2012-13
22,255	22,162 [13]	(93)

Performance Results

Expected Result	Performance Indicators	Targets	Actual Results
Canadians have access to quality policing services	Number of occurrences logged by the RCMP [14]	Not applicable [15]	2,712,542
	RCMP clearance rate	Over 48 [16]	44.69
	RCMP weighted clearance rate	1.5 point increase annually [17]	39.66
	RCMP weighted clearance rate for violent crimes	2 point increase annually [18]	65.93

Performance Analysis and Lessons Learned

From an operational perspective, the RCMP advanced several alternative policing models, also known as "Enhanced Service Delivery Options". [19] Community Program Officers, who are civilian members, focused on crime prevention and reduction through education, early intervention and community mobilization. These officers have helped identify local crime prevention priorities and provide a link between RCMP operations and community resources and programs.

The RCMP has also made advancements with the Community Constable pilot project, which provides armed, uniformed peace officers at the Special Constable rank to Aboriginal communities. Special Constables offer specific knowledge of the language, culture, geography and history of the communities they serve, and focus on crime prevention and reduction, community engagement and tactical assistance to police officers. In 2012-13, the pilot was extended, allowing for recruitment, training of additional troops and the extension of the pilot to non-Aboriginal communities.

The RCMP continued to improve the quality of its investigations by committing personnel, resources and tools to numerous complex investigations. Since its creation in 2005, Project E-PANA has reviewed and investigated files involving missing and murdered women in the North District and Central Region of British Columbia.

In 2012, improvements in DNA technology allowed the E-PANA team to conclusively link a perpetrator to the murder of 16-year old Colleen MacMillen, who disappeared in August 1974 at Lac La Hache, BC. [20] The DNA link was the oldest hit on the INTERPOL database to date. This breakthrough has led to further developments on other E-PANA cases as the RCMP continues to investigate all 18 cases under its purview.

Sub-Program 1.1.1: Policing Services Under Contract

Sub-Program Description

This Sub-Program provides policing services to all provinces (except Ontario and Quebec), three territories, over 150 municipalities and Aboriginal communities under the terms of the Police Service Agreements (PSAs).

The PSAs consist of the Provincial Police Services Agreement (PPSA), Territorial Police Services Agreement (TPSA), the Municipal Police Services Agreement (MPSA) and Community Tripartite Agreement (CTA).

The costs of this Sub-Program are shared by federal, provincial/territorial and municipal governments.

The cost-share percentages are based on population and/or time of entry into the Agreement.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians have access to quality provincial/territorial, municipal and Aboriginal policing services under the RCMP contract	Percentage of contract clients who agree that the RCMP provides a high quality service	Territorial: 80% Provincial: 80% Municipal: 80% Aboriginal community leaders: 80%	Territorial: 76% Provincial: 80% Municipal: N/A [21] Aboriginal community leaders: 76%
Effectively contribute to the long-term wellness and safety of Aboriginal communities through an inclusive and culturally competent approach	Percentage of respondents who agree that the RCMP is contributing to safer and healthier Aboriginal communities	Aboriginal community leaders: 80% Canadians who self-identify as Aboriginal: 80% Contract clients: 80% Other stakeholders: 80%	Aboriginal community leaders: 60% Canadians who self-identify as Aboriginal: 67% Contract clients: 58% Other stakeholders: 56%
	Percentage of RCMP Regular Members with between six months and two years service who have successfully completed the Aboriginal and First Nations Awareness Course	75%	59% [22]
Mitigate youth victimization and involvement in crime by expanding and leveraging new and existing relationships to maximize collective youth intervention and diversion efforts	Percentage of respondents who agree that the RCMP is preventing and reducing youth involvement in crime	Canadians: 80% Contract clients: 80% Police partners: 80% Other stakeholders: 80%	Canadians: 74% Contract clients: 60% Police partners: 58% Other stakeholders: 59%
	Youth violent crime rate	Annual reduction of 3% on the youth violent crime rate [23]	12% decrease [24]
	Number of detachments, in contract divisions, which have a Detachment Performance Plan that consult with youth [25]	Annual increase of 20%	No change [26]

Performance Analysis and Lessons Learned

Within contract jurisdictions, the community policing service model remained the cornerstone of RCMP operations. Through this model, the RCMP worked proactively to identify, prioritize and solve problems, leading to the advancement of several crime prevention initiatives. For example, the RCMP's Youth Resource Centre was updated and migrated to an external website to allow any member of the public to access its resources. Additionally, the RCMP's Youth Officer Training Standard was updated to reflect changes to the *Youth Criminal Justice Act*. The training has ensured that police officers who work with youth are familiar with the authorities, requirements and obligations under the Act.

In 2012-13, the RCMP, in collaboration with the Promoting Relationships and Eliminating Violence Network, the Rock Solid Foundation and the University of Victoria, implemented the WITS (Walk away, Ignore, Talk it out, Seek help) anti-bullying program. The program has been presented in over 50 elementary schools within RCMP jurisdictions, reaching almost 9,000 students in its first year.

Youth participation in these initiatives was of paramount importance. For the third year, the RCMP funded a Youth Leadership and Project Development Workshop. This endeavour brought together youth and police to identify crime and victimization issues, while building leadership skills through interactive training sessions and enabling youth to develop effective project plans. The 14 youth and 13 officers represented almost every RCMP Division and addressed selected topics including substance abuse, boredom, violence, dating violence, gangs and safe sex.

Youth were also engaged through the National Youth Advisory Committee (NYAC), bringing together participants from across Canada. The NYAC consisted of 15 active participants, aged 13 to 17, and discussed topics including school safety, drugs and alcohol, impaired driving, youth radicalization, human trafficking, bullying and cyber bullying. This committee has ensured that the youth voice is represented within the RCMP, thereby contributing to the development of effective youth strategies and initiatives.

Sub-Program 1.1.2: Federal Policing

Sub-Program Description

This Sub-Program provides federal policing services across the country under the authority of the *Royal Canadian Mounted Police Act*, enforcing federal laws and protecting Canada's institutions, national security and Canadian and foreign dignitaries.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians, their institutions, major events and internationally protected persons or other foreign dignitaries in Canada, are safe and secure	Number of incidents that compromise the safety of RCMP protectees and the security of Canadian interests	0	0
	Percentage of events successfully secured	100%	100%
	Percentage of Canadians who agree that the RCMP takes every measure to ensure the safety and security of government-led summits and other high profile events	90%	90%
Focused and effective enforcement	Number of investigations directly linked to a current National Tactical Enforcement Priority	Baseline to be established	20
	Percentage of National Tactical Enforcement Priority, National Threat Assessment or Provincial Threat Assessment investigations which have resulted in criminal charges being laid against a primary target(s)	Baseline to be established	N/A [27]
	Number of violent national security-related incidents to Canada	0	0

Prevent, detect, deny and respond to terrorist criminal activity	Percentage of respondents (separated by the National Security Strategic Priority) who agree the RCMP makes a valuable contribution in reducing the threat of terrorist criminal activity in Canada and abroad	Police partners: 90% Stakeholders: 80%	Police partners: 87% Stakeholders: 83%
Disruption of terrorist criminal activity, in Canada or abroad, through law enforcement actions	Number of disruptions, through law enforcement actions, to the ability of a group(s) and/or an individual(s) to carry out terrorist criminal activity, or other criminal activity, that may pose a threat to national security in Canada and abroad	6	25
Conduct focused and effective national security criminal investigations	Percentage of files that are referred to the Public Prosecution Service of Canada that receive Attorney General approval	100%	100%

Performance Analysis and Lessons Learned

There were several operational successes in the fight against serious and organized crime. In November 2012, a joint police force disrupted a consortium of organized crime groups who were selling approximately 75 kilograms of cocaine per week through Quebec channels. The scheme had generated over $50 million in revenue over a six-month span. Over 100 individuals were apprehended. In March 2013, the RCMP and the Hamilton Police Service disrupted a complex criminal enterprise that used Canada's medical marihuana program as a front for alleged drug trafficking. The 18-month joint investigation led to the arrest of 12 people. Shortly before the investigation's conclusion, Health Canada announced important changes to the marihuana licence system. Personal production will be eliminated, in favour of licensed commercial producers who will be inspected and audited.

The Government of Canada renewed its commitment to currency protection by allocating $9.6 million over three years to the *National Counterfeit Enforcement Strategy*. The strategy – which provides dedicated resources for the enforcement, prosecution and prevention of currency counterfeiting – has led to a 92% decrease over the last five years in counterfeit activity. Additionally, Canada has recorded one of the largest gains in anti-corruption enforcement among developed countries. According to Transparency International's 2012 report, Canada has "join[ed] Australia and Austria as the most improved enforcers", due to increased capacity and a 50% increase in RCMP investigations.

As part of its ongoing, collaborative efforts to protect Canada's national security, the RCMP officially launched a fifth Integrated National Security Team (INSET) in "K" Division, Alberta. These five INSETs, along with National Security Enforcement Sections, were essential to Canada's ongoing success in countering violent extremism and radicalization to violence. During this reporting period, there were 25 disruptions of individuals and/or groups from carrying out criminal activity that posed a threat to national security.

The RCMP continued to share best practices in protective service delivery with international partners. Consulting with a community of practitioners, and with policing and government partners, has allowed for an effective and integrated approach for protective policing. The RCMP served as a security liaison, providing assistance to Canadian athletes at the London 2012 Olympic and Paralympic Games. Strong collaboration and a long-standing partnership with Canadian Heritage also helped ensure the success of the Royal Visit of the Prince of Wales and Duchess of Cornwall in May 2012.

Sub-Program 1.1.3: Technical Services and Operational Support

Sub-Program Description

This Sub-Program encompasses a variety of special investigative services in addition to researching, developing, deploying and integrating a broad assortment of investigative tools, techniques, methodologies and equipment required by the RCMP and its law enforcement partners to prevent and investigate criminal activity. It also offers operational support, advice, management, policy and training to ensure the availability of technical tools and specialized expertise.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Technical capacity, scientific policing methodologies and specialized investigative expertise enhances policing operations	Percentage of respondents [28] who agree that the technical services/operational support they receive is of high quality	80%	N/A [29]
	Percentage of respondents who agree that the technical investigation support they received assisted the investigation in a timely manner	80%	N/A [30]

Performance Analysis and Lessons Learned

In 2012-13, the Sub-Program underwent several business transformational changes to generate effectiveness and efficiencies. The Canadian Police Centre for Missing and Exploited Children and the Behavioural Sciences Branch (CPCMEC/BSB) were amalgamated, bringing together like functions and streamlining operations. Technical Investigation Services (TIS) combined similar units to create five distinct pillars addressing Operations; Policy/Program Management; Technical Operational Solutions; Cybercrime Fusion; and Chemical, Biological, Radiological, Nuclear and Explosive Operations. This reorganization removed the number of silos within TIS and enhanced collaboration.

In addition to streamlining operations, the number of Central Communications Intercept System collection sites will be decreased from 21 to three sites. These collection sites – located in Vancouver, British Columbia Montreal, Quebec and Newmarket, Ontario – intercept communications under judicial authorization between individuals. This consolidation will represent savings of approximately $3.2 million a year.

The Sub-Program also pursued more robust methodologies for budgeting and forecasting demand for services. A report on resources was prepared to identify and compare the number of established positions for Contract Policing and Federal Policing. In addition to this comparison, a database was created to show the affordability of positions, based on existing organizational charts. These efforts were put in place to address existing resource pressures resulting from operational and other environmental factors, and to support sound stewardship and decision making.

Additionally, an analysis of expenditures from 2007-08 to 2010-11 was conducted in 2012-13 to assess where funds were expended in the divisions. This information will be used for financial forecasting and future allocations.

Effective portfolio management has become critical for Technical Services and Operational Support, with emphasis placed on aligning with government, organizational, and Sub-Program priorities. By looking for innovations, new practices, and collaborative arrangements, the Sub-Program has mitigated funding pressures resulting from operational requirements and other environmental factors. Recommendations from an audit conducted on the Technological Crime Program [31] were implemented, improving overall management and accountability. By directing financial and human resources towards core operational requirements, and by reducing procurement funding in some branches, savings of $1.5 million in operations and $863,000 in administrative functions were made in the 2012-13 fiscal year.

Program 1.2: Canadian Law Enforcement Services

Program Description

Canadian Law Enforcement Services provides the Canadian law enforcement community with the necessary scientific, technical, investigative and educational support to deliver proactive, intelligence-based policing and law enforcement services to their respective communities and partners. Additionally, this Program provides educational opportunities to members of the Canadian law enforcement community to enable them to develop their skills thus increasing their effectiveness in contributing to a safer Canada.

This Program is necessary to ensure that Canadian law enforcement communities have access to the required tools, systems, technologies (i.e., forensic support and expertise, criminal intelligence and firearms registry and databases, etc) and education which, in turn, will contribute to the reduction of criminal activity affecting Canadians.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending 2012-13	Total Authorities (available for use) 2012-13	Actual Spending (Authorities used) 2012-13	Difference 2012-13
253.4	264.7	272.4	260.3	4.4

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference 2012-13
2,323	2,074 [32]	(249)

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Technical, forensic, investigative and educational activities support Canada's law enforcement community	Percentage of respondents who agree that overall the RCMP provides high quality Scientific, Technical and Investigative Services	Police partners: 80% Other stakeholders: 80%	N/A [33]

Performance Analysis and Lessons Learned

The RCMP provides sophisticated and reliable services to the Canadian law enforcement community in the fields of forensic analysis, identification services, criminal records information, criminal information and intelligence, technological support and enhanced learning opportunities, commonly grouped as National Police Services (NPS).

Since its launch in 2010, the NPS Renewal and Sustainability Initiative has sought to address issues of mandate, governance and funding to set the strategic direction for long-term sustainability of NPS. In 2012-13, the NPS National Advisory Committee prioritized NPS programs and services based on their importance to the policing community. This has allowed the RCMP to better align its services and priorities with those of law enforcement partners and other stakeholders.

In order to formalize the vision, mandate and operating principles of NPS – as well as to define the roles and responsibilities of stakeholders – the committee worked to develop an NPS Charter for consideration by federal, provincial and territorial Ministers. In consultation with the committee, the provinces and territories were engaged during the re-negotiation of a biology casework analysis agreement, which could make DNA identification services provided by the RCMP far more sustainable. Additionally, Program-level costing and process analysis was undertaken by the Canadian Criminal Real Time Identification Service (CCRTIS), as part of a wider effort to modernize its criminal record operations.

For criminal identification, the RCMP facilitated electronic submission through the Real-Time Identification database. This system allows the automated processing of criminal fingerprints that are submitted electronically, reducing a search to mere minutes. Commencing in May 2012, the RCMP began processing criminal fingerprints electronically. By the end of the fiscal year, 21% of criminal fingerprints submitted were electronic. Some 150 police jurisdictions are certified to submit criminal fingerprints electronically, and a further 150 have begun the process of certification. The capability now also exists for the RCMP to accept and store fingerprints of Temporary Resident Visa applicants, allowing police services to identify temporary residents who are involved in criminal activities.

Sub-Program 1.2.1: Scientific, Technical and Investigative Support

Sub-Program Description

This Sub-Program conducts forensic analysis of criminal evidence, maintains criminal records information and provides other direct support, such as technological support and identification services, to the RCMP and the law enforcement community in order to ensure that the entire law enforcement community has access to the information and tools required to contribute to safe homes and communities.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Sustainable intelligence-led policing is supported	Percentage of respondents who agree that RCMP information and intelligence are accurate	Police partners: 80% Other stakeholders: 80%	N/A [34]
	Percentage of respondents who agree that RCMP information and intelligence are comprehensive	Police partners: 80% Other stakeholders: 80%	N/A [35]
High quality and timely forensic identification services support the policing and criminal justice system	Percentage of forensic laboratory service requests completed by target time	85%	61%
	Percentage of Vulnerable Sector submissions received electronically	70%	78%

Performance Analysis and Lessons Learned

During the fiscal year, the RCMP regularly met with the National Police Information Services Advisory Board, which is composed of representatives from provincial law enforcement organizations and Public Safety Canada. The Board provided direction and support to the CCRTIS on initiatives such as CCRTIS Business Renewal, the automation of criminal records, the standardization of fingerprint forms across all law enforcement agencies and CCRTIS modernization. This advisory body provided support on behalf of the law enforcement community, allowing these initiatives to advance quickly.

Under the stewardship of the RCMP, Criminal Intelligence Service Canada (CISC) provided the Automated Criminal Intelligence Information System (ACIIS), the single national database for organized and serious crime, to the Canadian law enforcement community. In consultation with the RCMP's Chief Information Officer, CISC improved the stability and performance of ACIIS. CISC also prepared National and Provincial Threat Assessments, which provided an overarching evaluation of criminality and emerging criminal trends. As part of the *Canadian Law Enforcement Strategy to Combat Organized Crime*, agreements were made for policing services in all 10 provinces to rely on the national and provincial threat assessments to identify operational priorities. To further support operations, some provincial threat assessments moved from an annual publication to every three or six months, while the national threat assessment was updated quarterly.

In 2012-13, particular focus was directed at building capacity for specialized investigative technologies, victim identification, international training and facilitating intelligence and information sharing between Canadian and international police agencies. The RCMP's National Centre for Missing Persons and Unidentified Remains (NCMPUR) continued to work with the Chief Information Officer Sector to develop a national Missing Children/Persons and Unidentified Remains database. In January 2013, NCMPUR also launched a new national public website for Missing Persons and Unidentified Remains. The NCMPUR website is Canada's first national website designed to engage the public in reporting tips and information related to ongoing cases. [36] The site has provided law enforcement, medical examiners and chief coroners with a powerful tool in resolving missing persons and unidentified remains cases, and has given the public an easy-to-use access point to ensure that relevant information is received by investigators.

Sub-Program 1.2.2: Canadian Firearms Program

Sub-Program Description

This Sub-Program enhances public safety by providing police and other law enforcement organizations with operational and technical support vital to the prevention and investigation of firearms crime both in Canada and internationally. Its goal is to reduce firearms-related death and injury in Canadian communities by regulating and promoting responsible ownership, use and storage of all firearms in Canada.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Law enforcement has access to direct support for firearms investigations	Number of requests for service from law enforcement responded to by the Canadian Firearms Program	3,000/annum	4,900
	Number of calls received by the Canadian Firearms Program via the police support line	3,500/annum	3,025
	Number of queries to the Canadian Firearms Program Online database by frontline police	10% increase year to year	0.7% decrease [37]
	Number of firearm tracings requests received by the Canadian Firearms Program	1,200/annum	2,639
Public safety is increased through continuous screening of firearms owners	Number of Firearms Interest Police confirmed matches between the Canadian Police Information Centre Incident Reports and the Canadian Firearms Information System, investigated by the Canadian Firearms Program as part of continuous eligibility screening of firearm owners	45,000/annum	43,148
	Number of firearms confirmed by the Canadian Firearms Program as having been removed from individuals whose licensing privileges have been revoked for public safety reasons	1,000/annum	676

Performance Analysis and Lessons Learned

The Canadian Firearms Program (CFP) oversaw the administration of the *Firearms Act* and its Regulations, which govern the possession, transport, use and storage of firearms in Canada. During the fiscal year, the CFP responded to 4,900 requests for direct assistance and 2,639 trace requests by law enforcement. Background checks and general screening were performed for 1.9 million licence holders. Screening was completed to confirm eligibility to possess firearms and to ensure that no individual retained their possession or acquisition privileges after their licence had been revoked for public safety reasons.

Furthermore, with the assistance of community and law enforcement partners, the CFP provided firearms safety training to over 100,000 clients, in addition to educational and outreach programs that were carried out throughout the year.

Canadian Law Enforcement Services continued to prioritize the allocation of finite resources to high priority initiatives. The CFP dedicated significant resources to plan and implement changes stemming from the *Ending the Long-Gun Registry Act* (Bill C-19). These changes required the CFP to engage clients, partners and stakeholders to ensure that service delivery levels were maintained while simultaneously restructuring computer systems and databases across Canada. The changes to the computer systems and databases were subject to an audit [38] that concluded that they were in compliance with the Transitional Provisions in the *Ending the Long-Gun Registry Act.*

Sub-Program 1.2.3: Advanced Police Training

Sub-Program Description

This Sub-Program provides training to the Canadian Law Enforcement community in an effort to increase the knowledge base thus contributing to increased efficiency of Canadian Law Enforcement agencies/departments.

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
High quality learning and training opportunities and support	Percentage of clients who indicate that they are satisfied on the Canadian Police College's client follow-up questionnaire	85%	95%

Performance Analysis and Lessons Learned

As part of ongoing international and national collaboration, a Category for All (C4All) workshop – to build capacity in Integrated Technical Crime Units and Computer Forensics Investigative Units – was provided to students in attendance from 16 different agencies. Specialized training on Digital Imaging for Law Enforcement was held in July, with participants from Canadian and American agencies. Both workshops were held at the Canadian Police College (CPC). In addition to these two examples, the CPC provided numerous workshops and training to Canadian and foreign law enforcement throughout the fiscal year. The topic of "Economics of Policing", which explored the challenges of providing world class police services during challenging fiscal climates, proved especially popular to Canadian law enforcement agencies.

The RCMP represented Canada and the broader Canadian law enforcement community on many international working groups. Through this participation, the RCMP has become more aware of techniques and tools used in other jurisdictions to prevent and investigate crime. Analyzing tools and techniques used in other countries was critical to operations and has ensured that the RCMP keeps pace with emerging technology.

Strategic Outcome 2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally

Strategic Outcome: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally		
Performance Indicators	**Targets**	**Actual Results**
Percentage of respondents who agree that the RCMP provides effective support of international operations	Police partners: 80% Stakeholders: 80%	Police partners: 100% [39] Stakeholders: 80%
Percentage of respondents worldwide who can correctly identify a uniformed member in Red Serge and a horse and rider from the Musical Ride as originating from Canada	Red Serge: 63% Musical Ride: 55%	N/A [40]

Program 2.1: International Policing Operations

Program Description

This Program furthers Canada's global peace and security agenda through cooperation and support of the international law enforcement community, thereby ensuring that both Canadians and the global community are safer. This Program is necessary as it addresses the transnational scope of crime and terrorism by building relationships with international policing partners, participating in the INTERPOL global information sharing network and conducting extra-territorial criminal investigations.

Additionally, the RCMP actively participates in multiple missions abroad in a peacekeeping role and by providing support to nations at risk in building their law enforcement capacity. Through this international cooperation and collaboration, this Program contributes directly to a more secure world and Canada.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending 2012-13	Total Authorities (available for use) 2012-13	Actual Spending (Authorities used) 2012-13	Difference 2012-13
60.2	60.7	65.7	61.6	(0.9)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference 2012-13
352	235 [41]	(117) [42]

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Canada's global peace agenda is promoted through cooperation and support of the international community	Percentage of respondents who agree that the RCMP provides effective support of international operations	Police partners: 80% Stakeholders: 80%	Police partners: 100% [43] Stakeholders: 80%

Performance Analysis and Lessons Learned

For more than 20 years, Canada has deployed police officers to missions around the world. By building the capacity of foreign police to maintain law and order, Canadian police, in cooperation with international partners, have helped to create a safer and more stable global environment. Under the governance framework of the Canadian Police Arrangement (CPA), the RCMP managed the deployment of Canadian police personnel to international peace operations, with an average of 164 police officers deployed during the reporting year. Canadian police participated in missions in Afghanistan, Côte d'Ivoire, the Democratic Republic of the Congo, Haiti, Kyrgyzstan, the Republic of South Sudan and the West Bank. Further deployments were managed for specialized postings to the Special Tribunal for Lebanon at The Hague and to Canada's Permanent Mission to the United Nations in New York.

Due to reduced operational need and competing priorities, the RCMP halted plans to create engagement strategies for the Sahel, Central America and Hispaniola. Nonetheless, the RCMP did contribute to several Government of Canada discussions and strategies for international engagement including projects related to Haiti, the Americas and the Sahel. The RCMP also initiated numerous data collection projects to enhance its ability to develop and prioritize future engagement strategies.

Sub-Program 2.1.1: International Stability and Development

Sub-Program Description

This Sub-Program promotes global stability and peace by providing support for peace operations and capacity building work in high risk communities in the developing world and elsewhere that are in need of international assistance. This includes delivering training sessions, sharing expertise and best practices, and providing resources for peace support operations. Additionally, by supporting these countries, the Sub-Program contributes to global stability and peace thus benefitting Canadians.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Nations at risk are supported	Percentage of stakeholders [44] who agree that the RCMP makes a valued contribution to the development of public policy with respect to international issues	70%	65%
Support building law enforcement capacity abroad	Percentage of stakeholders who agree that the RCMP provides effective support to law enforcement capacity building abroad	80%	N/A [45]

Performance Analysis and Lessons Learned

During the reporting period, the RCMP identified a need to enhance its pre-deployment selection and training process for international peace operations. Pre-deployment training provided to police officers was improved, specifically on the topics of gender awareness and conduct after capture. The RCMP and its CPA partners developed additional training provided abroad, including a class on "Police Reform in an International and Security Sector Context" and the "European Union Crisis Management Operations Course".

The RCMP also helped to facilitate academic research on the operational aspects of police peacekeeping. Researchers were provided access to interviews with personnel who were deployed on peace operations. Initial research was presented at the International Peace Operation Branch's annual general meeting and subsequently incorporated into a publication shared with the broader police peacekeeping community. [46]

Sub-Program 2.1.2: International Cooperation

Sub-Program Description

This Sub-Program represents Canadian law enforcement interests and values abroad and serves the interests of foreign law enforcement in Canada. This promotes partnership among the international law enforcement community and sustains multilateral relationships to bolster the effectiveness of policing operations, both domestically and globally.

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Facilitate the sharing of criminal information internationally	Number of queries to the INTERPOL/Canadian Police Information Centre interface	400,000	207,004 [47]

Performance Analysis and Lessons Learned

The RCMP continued to make great strides in sharing criminal information with international partners and stakeholders. The RCMP led an initiative to expand law enforcement access to INTERPOL databases and, for the first time, provided direct access to Canada Border Services Agency (CBSA). CBSA has been granted direct access to the secure INTERPOL web portal and is also working on integrating the INTERPOL-Canadian Police Information Centre Interface to their primary system. Once CBSA fully integrates the INTERPOL query function at primary border locations, the volume of queries will increase significantly.

The RCMP, through the Strategic Alliance Group (SAG), continued to develop intelligence of common interest. During the reporting year, a "top five" jurisdictions risk list was compiled to combat transnational money laundering. It is anticipated that the coordinated response of SAG members in influencing the development of policy will limit the ability of organized crime groups to move proceeds of crime.

From an operational perspective, the RCMP deployed nine temporary liaison officers to Southeast Asia and West Africa to support the fight against human smuggling. In 2012 alone, 542 potential irregular immigrants were returned to their home countries. Contrary to incidents that occurred in 2009 and 2010, no vessels carrying potential irregular immigrants reached Canadian shores in 2012-13.

To further enhance the ability of local law enforcement to tackle criminality, the RCMP conducted a review of the Royal Cayman Islands Police Service's (RCIPS) anti-gang policing strategies. The purpose and scope of the review was primarily driven to assess the effectiveness of the current policing strategies related to serious crime and gang-related illegal activity. The role of the RCIPS within the broader crime reduction strategy of the Cayman Islands was also reviewed. A report was compiled with observations and recommendations, which was provided to the Governor and National Security Council of the Cayman Islands.

Program 2.2: Canadian Police Culture and Heritage

Program Description

Program 2.2 promotes Canada, the RCMP, its communities and partners by delivering its ceremonial services to all Canadians as well as the international community. Ceremonial Support activities are delivered by the Musical Ride, whose members tour Canada and abroad four to six months each year showcasing Canada's proud heritage and culture. This Program responds to both domestic and international requests for historical information about the RCMP. Additionally, the RCMP supports and develops government partners by providing RCMP members in Ceremonial dress at special events (e.g., the Olympics, Expos and Summits), both domestically and internationally. Through the activities of this Program, the RCMP contributes to Canada's vibrant culture and heritage.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending 2012-13	Total Authorities (available for use) 2012-13	Actual Spending (Authorities used) 2012-13	Difference 2012-13
11.3	11.6	13.3	13.1	(1.5)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference 2012-13
100	89 [48]	(11)

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
The RCMP is an internationally recognized symbol of Canada	Percentage of organizations who agree that Canadian interests were enhanced, either domestically or abroad, due to strategic partnerships with the RCMP	85%	N/A [49]

Performance Analysis and Lessons Learned

Partnerships with local communities, policing organizations and government departments are integral to the Canadian Police Culture and Heritage Program. The Partnerships and Heritage Sub-Program worked with the Musical Ride on several key projects, through its policy centres addressing intellectual property and alternative funding initiatives and charities.

During the fiscal year, the Equitation Branch presented a Mounted Police Seminar, offering basic dressage instruction, to participants from Canadian and international policing agencies. The Equitation Branch also continued planning with the Department of National Defence on a partnership for the "Soldier On Program". The one-week pilot project aims to offer therapeutic riding for ill or injured Canadian Forces personnel and former personnel.

Sub-Program 2.2.1: Musical Ride

Sub-Program Description

This Sub-Program promotes the heritage and traditions of both the RCMP and Canada to Canadians and the international community, and helps to raise money for local charities, by organizing and performing local shows of the Musical Ride. The Musical Ride's Canadian Tour travels for a period of 85 to 100 days to approximately 40 to 50 Canadian communities in two different provinces every year. It will also perform at international venues upon request using a cost-recovery model. Destinations for the Musical Ride's tour are chosen from among requests from communities and the final schedule is drafted to align the tour with the priorities of divisional Commanding Officers, other government departments or Members of Parliament. Typically, these priorities support public outreach programs or RCMP recruiting initiatives in contract policing communities. In addition to the tour, the Musical Ride also provides riders in red serge for ceremonial events and parades hosted by the RCMP or by other government partners. Typical events can include such things as memorial services or visits by foreign dignitaries. Costs for this Sub-Program cover the equitation training of RCMP members, the rearing, training and supporting of horses required for the Sub-Program, and all of the logistical tasks associated with the Musical Ride's tour and performances.

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
The Musical Ride supports Canadian communities	Percentage of organizations who agree that hosting the Musical Ride successfully promotes institutional and community interests	90%	100%

Performance Analysis and Lessons Learned

The Canadian Police Culture and Heritage Program supports, promotes and fosters a positive image of the RCMP and Canada, both nationally and internationally, by providing a dynamic, recognizable and meaningful symbol of Canada at various trade, sporting and ceremonial events.

The Musical Ride Sub-Program, as part of its annual tour, visited the provinces of Ontario and Manitoba, conducting over 97 performances for almost 390,000 spectators. These performances raised over $850,000, funds which were reinvested by hosts in their respective communities. In 2012-13, the Musical Ride also visited international venues on a cost-recovery basis, which included performances in Germany, England and the United States.

Sub-Program 2.2.2: Partnerships and Heritage

Sub-Program Description

This Sub-Program promotes and protects the RCMP's image. It ensures the representation of the RCMP and Canada at major events by building and leveraging strategic partnerships with other Government departments and non-profit and private sector organizations; it regulates the use of the RCMP's image, trademarks and technology by the general public and industry by managing sponsorships and licensing agreements; it documents and preserves the RCMP's heritage and answers related enquires from the general public; and it coordinates the RCMP's participation in both public and departmental ceremonial or special events such as the Sunset Ceremonies, funerals, memorial services or visits by members of the Royal Family. This Sub-Program also manages the RCMP's representation in both domestic and international special events by reviewing and authorizing internal requests.

Performance Results

Expected Result	Performance Indicators	Targets	Actual Results
The Image of the RCMP is promoted and protected as a symbol of Canada	Number of strategic partnerships and initiatives that promote and illustrate the RCMP's rich heritage as a symbol of Canadian culture	30	131
	Number of RCMP and RCMP Foundation licence agreements or Memoranda of Understanding relating to the use and protection of the RCMP's image	50	22

Performance Analysis and Lessons Learned

The Partnerships and Heritage Sub-Program is responsible for policies addressing intellectual property, alternative funding initiatives and charities. In 2012-13, it protected and promoted the RCMP's global image and intellectual properties, ensuring the sound management of licensing and technological transfer fees. Under the authority of the Treasury Board Secretariat of Canada's policy on *Retention of Royalties and Fees from the Licensing of Crown-Owned Intellectual Property*, the RCMP retained 85% of the licensing funds collected, which amounted to approximately $230,000 to reinvest in intellectual property as well as research and development.

As part of its latter duties, Partnerships and Heritage helps drive policy and direction for the RCMP Foundation. The Foundation, a third-party, registered charity, supports the volunteer efforts of RCMP members across Canadian communities, helping youth at risk and supporting heritage-related events. In this fiscal year, the Foundation funded over $1.4 million for projects related to the Diamond Jubilee, and towards youth programs across Canada, including the national Child Identification Kit Program, "CyberSafe Certification" in British Columbia, "Saddle Lake Community Cadet Corps" in Alberta, a First Nations Cultural Resource Centre for Youth in New Brunswick, "Active healthy living through soccer" in Nunavut, and the Musgrave Harbour Youth Centre in Newfoundland.

Major and high profile events, such as the Diamond Jubilee celebrations in Canada and overseas, require years of planning and significant resources are needed to ensure the success of such events. In this period of austerity, the RCMP met its stated goals for cultural and heritage endeavours by implementing creative and innovative partnerships and funding alternatives with private and government partners. In 2012-13, the RCMP – in a partnership with Public Works and Government Services Canada, the Library of Parliament and the RCMP Foundation – secured space in the Parliament Hill Visitors Centre. This arrangement has allowed for the promotion of the RCMP's culture and history, reaching both residents and visitors to the National Capital Region. The Canadian Police Culture and Heritage Program will continue to utilize and evaluate this approach for upcoming special events including the upcoming celebrations marking Canada's 150th anniversary.

Strategic Outcome 3: Incomes are secure for RCMP members and their survivors affected by disability or death

Program 3.1: Statutory Payments

Program Description

This Program ensures that RCMP employees and their families are provided income security in the event of disability or death. This Program is necessary to ensure that an appropriate level of support is afforded to those who are affected by circumstances beyond their control and as a result of their employment with the RCMP.

The activities within this Program are regulated by statutory payments, for example, the *RCMP Pension Continuation Act* payments.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending 2012-13	Total Authorities (available for use) 2012-13	Actual Spending (Authorities used) 2012-13	Difference 2012-13
133.2	130.4	138.0	134.6	(4.2)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference 2012-13
N/A	N/A	N/A

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Compliance with Statutory payments	Percentage of compliance rate	100%	100%

Sub-Program 3.1.1: Compensation to Members Injured on Duty

Sub-Program Description

This Sub-Program provides both financial and health care assistance to members of the RCMP who suffer a permanent work-related illness or injury that causes loss in quality of life. Because this support is available, members of the force are motivated to achieve excellent results in providing Canadians with a safe and secure Canada.

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Members of the RCMP and their families are provided financial security in the event of incidents occurring to members as a consequence of their duties with the Force that prevent them from continuing to provide service to the Crown	Percentage of claims paid	100%	100%

Sub-Program 3.1.2: Survivor Income Plan

Sub-Program Description

This Sub-Program was designed to meet the needs of the survivors of members who have sacrificed their lives in the line of duty. The Sub-Program's goal is to compensate a family for the income lost with the death of the member such that their net income remains at the same level.

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
RCMP members who lose their life as a consequence of their duties in the RCMP are assured that members of their family will have their financial future protected	Percentage of claims paid	100%	100%

Sub-Program 3.1.3: *RCMP Pension Continuation Act* Payments

Sub-Program Description

This Sub-Program administers pension payments for Officers, Non-Commissioned Officers and Constables who enrolled in the *RCMP Pension Continuation Act* (PCA) program prior to March 1, 1949 and did not opt into its successor pension program, the *RCMP Superannuation Act*. The PCA is a defined benefit program that provides a lifetime benefit for RCMP members and their survivors. The Sub-Program does not currently have any contributors and once payments conclude for current recipients, it is expected that the PCA will be abandoned.

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Ensure that former members of the RCMP are provided financial security after leaving the Force with benefits commensurate with time served, rate of pay, etc.	Percentage of claims paid	100%	100%

Program 4.1: Internal Services

Program Description

Internal Services are groups of related activities and resources that are administered to support the needs of Programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a Program.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012-13	Planned Spending 2012-13	Total Authorities (available for use) 2012-13	Actual Spending (Authorities used) 2012-13	Difference 2012-13
631.6	722.7	788.1	741.2	(18.5)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference 2012-13
4,172	5,109 [50]	937 [51]

Performance Analysis and Lessons Learned

Under its management priority, the RCMP committed to a human resource strategy designed to advance strong talent management, align with Government of Canada priorities, strengthen professional integrity and support overall employee wellness. During the fiscal year, the RCMP consolidated all non-commissioned officer promotion offices into one centre of excellence based in Vancouver, British Columbia. A computerized adaptive test for police officer recruitment was also implemented, improving efficiency and test security. These initiatives have improved police personnel selection, resulting in the identification of candidates that best meet the demanding requirements of the RCMP.

The Professional Integrity Officer (PIO) continued to implement the *Professional Ethics Strategic Plan*, founded upon three key priorities: ethical leadership, governance and culture. The PIO delivered training for Commanding Officers and other line officers who make decisions on informal and formal discipline matters, supporting them in fulfilling their roles and responsibilities. Emphasis was placed on reducing the backlog of cases by addressing discipline at the lowest level possible and using the early resolution process when appropriate. Additional positions and temporary funding were secured to address the inventory of discipline cases, which led to an unprecedentedly high number of cases scheduled for adjudication and resolution in 2012-13.

The PIO also directed the development of strategies, plans, policies and processes that govern the RCMP's conduct regime. The RCMP *Code of Conduct*, the *Organizational Code of Conduct* for public service employees, the *Values and Ethics Code for the Public Sector*, and the Conflict of Interest Directive, including the *Interpersonal Workplace Relationships Policy*, defined ethical responsibilities, behaviours and standards for all employees.

The RCMP's commitments to employee wellness and respectful workplaces were also advanced through the Workplace Relation Services (WRS). The RCMP's policy on *The Prevention and Resolution of Harassment in the Workplace* was amended to align with the Treasury Board Secretariat of Canada's amendments, which set a 12-month service standard for resolving harassment complaint processes. In support of this policy, separate employee and manager guides were created to address the topic of resolving harassment complaints, providing information on early intervention and resolution options. A "Respectful Workplace" course was created and organizers for the Supervisor, Management and Officer Candidate Development Courses were consulted to ensure course material and overall messaging reinforced the ideals set forth for a respectful workplace.

SECTION III: SUPPLEMENTARY INFORMATION

Financial Statements Highlights

Condensed Statement of Operations and Departmental Net Financial Position

Royal Canadian Mounted Police Condensed Statement of Operations and Departmental Net Financial Position (Unaudited) For the Year Ended March 31, 2013 ($ millions)					
	2012-13 Planned Results	2012-13 Actual	2011-12 Actual (Restated [52])	$ Change (2012-13 Planned vs Actual)	$ Change (2012-13 Actual vs 2011-12 Actual)
Total expenses	4,995.4	4,915.6	4,861.5	79.8	54.1
Total revenues	1,817.4	1,762.8	1,720.9	54.6	41.9
Net cost of operations before government funding and transfers	3,178.0	3,152.8	3,140.6	25.2	12.2
Departmental net financial position	1,144.6	1,307.8	1,040.1	(163.2)	267.7

Condensed Statement of Financial Position

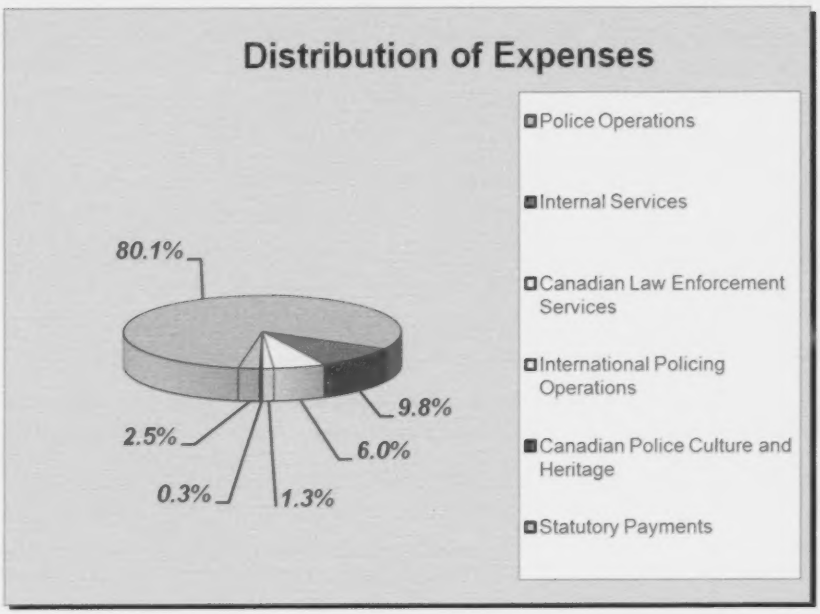
Royal Canadian Mounted Police Condensed Statement of Financial Position (Unaudited) As at March 31, 2013 ($ millions)			
	2012-13	2011-12 (Restated [53])	$ Change
Total net liabilities	14,165.0	14,290.3	(125.3)
Total net financial assets	14,032.1	13,906.5	125.6
Departmental net debt	132.9	383.8	(250.9)
Total non-financial assets	1,440.7	1,423.9	16.8
Departmental net financial position	1,307.8	1,040.1	267.7

The charts below illustrate the distribution of each of the items in the Statement of Operations and Departmental Net Financial Position and the Statement of Financial Position.

Expenses

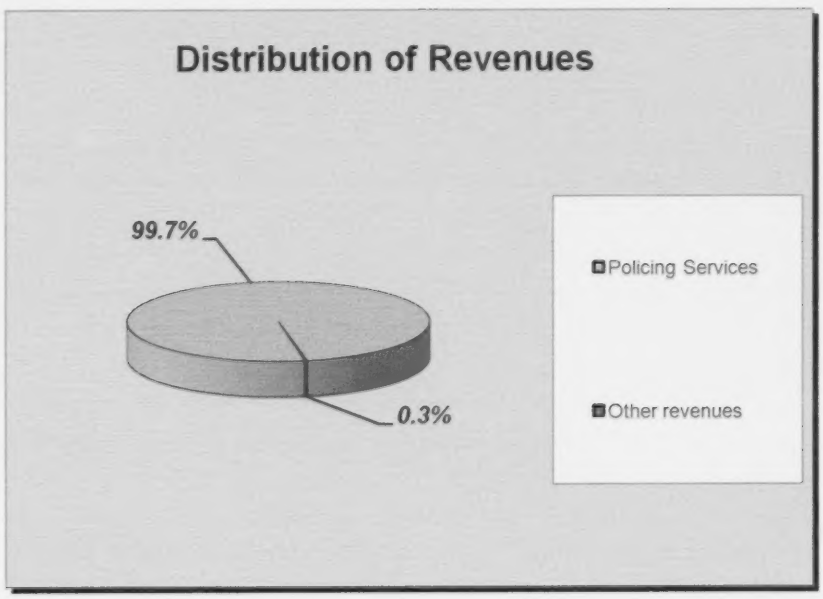
The majority of the expenses (80.1%) are related to the costs of Police Operations, which contribute to safe homes and communities by providing general law enforcement activities as well as education and awareness activities.

Approximately 9.8% of the expenses are related to Internal Services, which supports the needs of programs and corporate obligations of the RCMP. Another 6.0% are related to activities that contribute to Canadian Law Enforcement Services while 2.5% is related to Statutory Payments. The other activities combined represent 1.6% of total expenses.



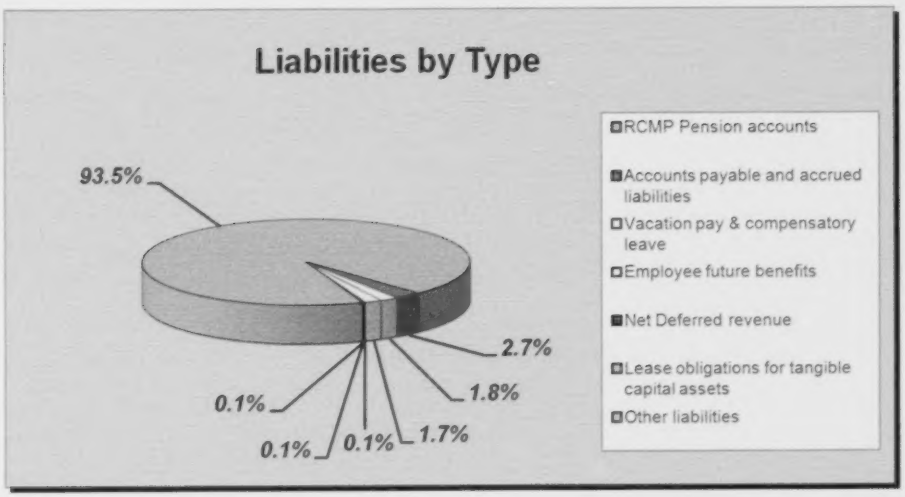
Revenues

RCMP's Policing Services generates 99.7% of the respendable amount of revenues. Policing Services contribute to safe homes and communities by providing general law enforcement activities as well as education and awareness activities.



Liabilities

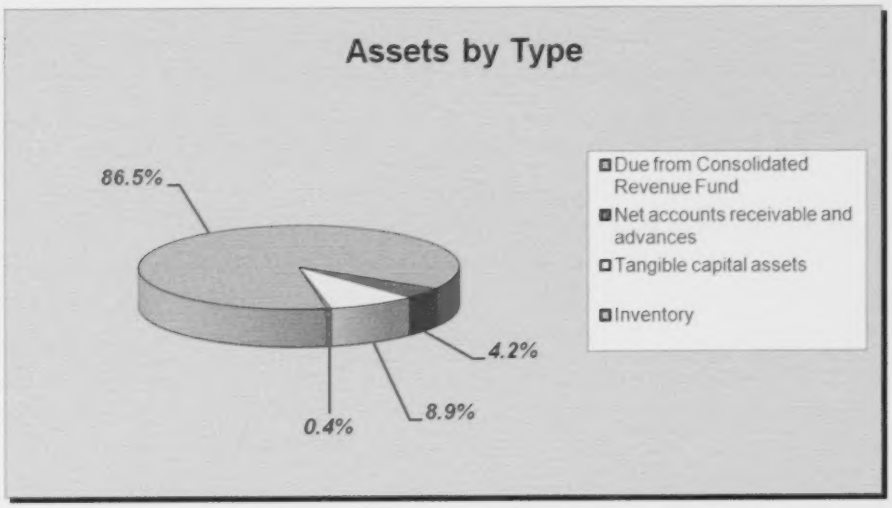
The RCMP's liabilities consist mainly of RCMP Pension Accounts (93.5%), accounts payable and accrued liabilities (2.7%), and vacation pay and compensatory leave (1.8%).



Assets

Approximately 86.5% of the RCMP's total assets are comprised of amounts Due from Consolidated Revenue Fund, the vast majority of which represents funds available to discharge Pension and severance-related liabilities.

The balance of assets is comprised of tangible capital assets (8.9%), net accounts receivable and advances (4.2%) and inventory (0.4%).



Financial Statements

Detailed financial statements, including the Annex to the Statement of Management Responsibility Including Internal Control over Financial Reporting, can be found on the Royal Canadian Mounted Police website. [54]

Supplementary Information Tables

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiatives
- Internal Audits and Evaluations
- Response to Parliamentary Committees and External Audits
- Sources of Respendable and Non-Respendable Revenue
- Status Report on Major Crown / Transformational Projects
- Status Report on Projects Operating With Specific Treasury Board Approval
- User Fees Reporting

All electronic supplementary information tables listed in the 2012-13 *Departmental Performance Report* can be found on the RCMP's website. [55]

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations* publication. [56]

The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

SECTION IV: OTHER ITEMS OF INTEREST

Organizational Contact Information

For inquiries about the RCMP *Departmental Performance Report*, please contact:

RPP_DPR-RPP_RMR@rcmp-grc.gc.ca

Endnotes

[1] The Policy on Measurement, Resources and Results Structures (MRRS) underwent changes that came into effect on April 1, 2012. Updates were made to the MRRS nomenclature. Specifically: "Program Activity Architecture" has become "Program Alignment Architecture", "Program Activity" became "Program", "Sub-Activity" became "Sub-Program"; and "Sub-Sub-Activity" became "Sub-Sub-Program". The former terminology, in use for the 2012-13 *Report on Plans and Priorities*, has been updated to meet current MRRS nomenclature for publication in the 2012-13 *Departmental Performance Report.*

[2] For more information on *Gender and Respect: The RCMP Action Plan*, please visit: http://www.rcmp-grc.gc.ca/gba-eces/action/gba-eces-action-eng.pdf

[3] Planned FTEs are based on the historical accumulation of approved Treasury Board Secretariat of Canada's Submissions. As a result of the impacts of internal realignment and government-wide initiatives (e.g., Shared Services Canada), the RCMP is planning to revisit the planned FTE allocation by Program. It is intended that the results will form part of the 2014-15 *Report on Plans and Priorities.*

[4] In 2012-13, a review of the methodology used to calculate FTEs in the RCMP using the Salary Forecasting Tool (SFT) in 2011-12 was further developed, based on the reporting capabilities of the SFT. The restated 2011-12 Actual FTE is 30,255, which is an accurate comparison to the 2012-13 Actual FTE of 29,669.

[5] An electronic version of the Public Accounts 2013 is available on the Public Works and Government Services Canada's website at: http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[6] The Crime Severity Index measures the severity of crime and is calculated by the Canadian Centre for Justice Statistics. For more information please visit Statistics Canada's website at http://www.statcan.gc.ca/pub/85-004-x/85-004-x2009001-eng.htm

[7] The Crime Severity Index in RCMP jurisdictions in 2010 was 105.24 and in 2011 it was 100.10.

[8] Crime rates measure the volume of crime per 100,000 population. They are calculated by the Canadian Centre for Justice Statistics and are based on *Criminal Code* incidents (excluding traffic offences).

[9] The crime rate in RCMP jurisdictions per 100,000 population for 2010 was 9,552.87.

[10] The per capita rate of crime in Canada in 2010 was 9,582.31 and in 2011 it was 9,127.64.

[11] This survey measure is taken from the Statistics Canada General Social Survey, completed on a 5-year cycle. For more information, visit Statistics Canada at http://www.statcan.gc.ca/pub/89f0115x/89f0115x2009001-eng.htm. It should be noted that this indicator reflects perception of crime across Canada, even those areas where the RCMP is not the police of jurisdiction.

[12] For more information on Canadians' perceptions of personal safety and crime (2009), please visit: http://www.statcan.gc.ca/pub/85-002-x/2011001/article/11577-eng.htm#a1a

[13] Using the SFT to calculate FTEs, the restated 2011-12 Actual FTE is 22,178, which is an accurate comparison to the 2012-13 Actual FTE of 22,162.

[14] The 2012-13 *Report on Plans and Priorities* (RPP) erroneously used the wording "number of calls for service" which is not a statistic that is captured by RCMP systems. The correct performance indicator is number of "occurrences" which are logged into occurrence reporting systems (PRIME in British Columbia, Versadex in Halifax, and PROS across the rest of Canada).

[15] This indicator is provided for contextual purposes only.

[16] Criminal incidents can either be cleared by charge or cleared otherwise (for example, through extrajudicial means in instances where a charge could otherwise be laid). The RCMP clearance rate for 2010 was 46.66 and in 2011 was 45.85.

[17] The weighted clearance rate is based on the same principle used to create the police-reported Crime Severity Index, whereby more serious offences are assigned a higher weight than less serious offences. Applying this concept to clearance rates means that, for example, the clearance of a homicide, a robbery or a break and enter receives a higher weight than the clearance of less serious offences such as minor theft, mischief and disturbing the peace. The RCMP weighed clearance rate for 2010 was 42.05 and in 2011 it was 45.85.

[18] The weighted clearance rate for violent crimes is the same principle used to create the police-reported Crime Severity Index, but looks specifically at violent and severe crime, excluding non-violent offences. The RCMP violent crime weighted clearance rate for 2010 was 68.95 and in 2011 it was 64.34.

[19] An evaluation of the Community Safety Officer Pilot Program, one of three "Enhanced Service Delivery Options" was completed in 2012-13. To access the report, please visit: http://www.rcmp-grc.gc.ca/aud-ver/reports-rapports/ppcso-asc-eval-eng.htm

[20] For more information on this case, please visit: http://bc.cb.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=1075&languageId=1&contentId=27095

[21] The breakdown for Municipal respondents was included in the RPP in error and cannot be separated from total survey respondents.

[22] All employees were provided with information on the online "Aboriginal and First Nations Awareness Course", which provides a foundational understanding of the history of Canada's Aboriginal people. The course includes information on the impact of colonialism and the residential school system as well as the unique position of Aboriginal people within Canada's social structure. The course is mandatory for all new members of the RCMP and all categories of employees in northern territories, but completion rates have remained low. The number of new members who have completed the course has risen from 26% to 59% by year-end. Managerial encouragement and support have proven successful in increasing completion rates in certain divisions, most notably in "V" Division, Nunavut. Additional communication material will be drafted to emphasize the importance of the course to both individual development and organizational success.

[23] Crime rates measure the volume of crime per 100,000 population. They are calculated by the Canadian Centre for Justice Statistics and are based upon *Criminal Code* incidents (excluding traffic offences).

[24] The youth violent crime rate in 2010 was 2518.03, and 2216.89 in 2011.

[25] The Annual Performance Plan System (APPS), comprised of Detachment Performance Plans and Unit Performance Plans, is an internal system designed to facilitate good management practices. The APPS is a tool that supports consistent planning and performance management processes across the RCMP, with the capability of generating multi-level reports, identifying and responding to community priorities, key risks and human resource needs.

[26] Detachment Performance Plans (DPP) only collect information relative to opportunities for youth consultation, but this does not necessarily mean that the consultation resulted in some form of action. This performance indicator reflects the number of consultations that have occurred where youth were part of the audience or formed the entire audience. Further work is required to strengthen youth consultation within DPPs.

[27] Last year, the RCMP launched a re-engineering of Federal Policing, which reviewed how the Sub-Program delivered on its responsibilities to ensure that it remains innovative, results-driven, unified, and focused on combating organized crime and national security threats. Since its launch, Federal Policing has developed an activity/priority-based governance model and organizational structure to prioritize the application of resources and measure outcomes of investigative projects. A series of performance measurement workshops were conducted by the RCMP National Program Evaluation Services to develop logic models and performance indicators. However, due to re-engineering, the systems and processes required to generate this statistic remain under development.

[28] Survey respondents are clients of Technical Services and Operational Support.

[29] Results for this survey will only be available after the 2013-14 fiscal year.

[30] Results for this survey will only be available after the 2013-14 fiscal year.

[31] As of March 31, 2013, three of the six recommendations included in this audit have been fully implemented, while work continues on the remaining three. For more information on the Audit of the Technological Crime Program please visit: http://www.rcmp-grc.gc.ca/aud-ver/reports-rapports/tech-crime-crimin-tech-eng.htm

[32] Using the SFT to calculate FTEs, the restated 2011-12 Actual FTE is 2,097, which is an accurate comparison to the 2012-13 Actual FTE of 2,074.

[33] Results for this survey will only be available after the 2013-14 fiscal year.

[34] Results for this survey will only be available after the 2013-14 fiscal year.

[35] Results for this survey will only be available after the 2013-14 fiscal year.

[36] NCMPUR website: http://www.canadasmissing.ca/index-eng.htm

[37] The number of queries to the Canadian Firearms Program Online Database was 6,625,219, a 0.7% decrease from 6,672,502 queries reported in 2011-12. This decrease coincided with the elimination of non-restricted firearms records held by the Canadian Firearms Program.

[38] For more information on the Audit of the Destruction of Electronic Records Pertaining to the Transitional Provisions in the *Ending the Long-Gun Registry Act*, please visit http://www.rcmp-grc.gc.ca/aud-ver/reports-rapports/long-gun-armes-epaule-eng.htm.

[39] The sample surveyed for this question was small, with only nine respondents. There was also a change in data collection, as it moved from an external contractor to an internal online survey.

[40] The survey of worldwide respondents was not conducted during the 2012-13 fiscal year. Due to survey costs, this performance indicator will be removed from future reporting documentation and replaced by an updated indicator for the program.

[41] Using the SFT to calculate FTEs, the restated 2011-12 Actual FTE is 270, which is an accurate comparison to the 2012-13 Actual FTE of 235.

[42] The Actual FTEs reported include only those resources that are RCMP staff. The difference between planned and actual positions relates primarily to the fact that a significant number of positions funded for deployment of police personnel on international police operations are filled by resources from other police agencies. The funding and costs of those resources are reflected in this report but are excluded from the FTE utilization. In March 2013, there were 101 non-RCMP resources deployed on such missions.

[43] The sample surveyed for this question was small, with only nine respondents. There was also a change in data collection, as it moved from an external contractor to an internal online survey.

[44] Stakeholders responding to this survey include non-government organizations, private companies, and government population at the federal/provincial/territorial level impacted by the RCMP's work.

[45] Actual results for this survey question will be available in the 2014-15 edition of the Police Partners and Stakeholders Survey.

[46] For more information on the publication, titled *Maintenir la paix en zones postconflit*, please visit: http://www.pum.umontreal.ca/catalogue/maintenir-la-paix-en-zones-postconflit

[47] Implementation of the INTERPOL/Canadian Police Information Centre (CPIC) interface is still in the early stages. The Canada Border Services Agency has begun the process of integrating the interface to their primary system. Once fully integrated, it is expected that the majority of queries will be applied through this mechanism, thereby increasing the volume of queries.

[48] Using the SFT to calculate FTEs, the restated 2011-12 Actual FTE is 90, which is an accurate comparison to the 2012-13 Actual FTE of 89.

[49] This survey was not conducted during the 2012-13 fiscal year.

[50] Using the SFT to calculate FTEs, the restated 2011-12 Actual FTE is 5,620, which is an accurate comparison to the 2012-13 Actual FTE of 5,109. This year-over-year decrease is in line with various government wide saving initiatives and is expected to continue with implementation of Budget 2012 savings measures.

[51] Planned FTEs are based on the historical accumulation of approved Treasury Board Secretariat of Canada's Submissions. In the case of Internal Services, Planned FTEs have been understated against Actual wherever such resources have been reported as Program Resources, resulting in the difference noted above. It is intended that Internal Services will form part of the overall review of the reporting of planned FTE allocations targeted for the 2014-15 *Report on Plans and Priorities*.

[52] For further detail, refer to the RCMP's financial statements: http://www.rcmp-grc.gc.ca/dpr-rmr/2012-2013/index-eng.htm

[53] For further detail, refer to the RCMP's financial statements: http://www.rcmp-grc.gc.ca/dpr-rmr/2012-2013/index-eng.htm

[54] Detailed financial statements: http://www.rcmp-grc.gc.ca/dpr-rmr/2012-2013/index-eng.htm

[55] RCMP *Departmental Performance Report*: http://www.rcmp-grc.gc.ca/dpr-rmr/index-eng.htm

[56] Tax Expenditure and Evaluations publication: http://www.fin.gc.ca/purl/taxexp-eng.asp